

Dec. 45

# INTERCOLLEGIATE BROADCASTING SYSTEM

## REPORT TO THE BOARD OF GOVERNERS

by T.J.Wertenbaker Jr.

Chairman, Constitutional Committee

So far as I am aware, the meetings held this summer by your Constitutional Committee were the first unified and sustained attempt ever made by students of several great colleges and universities to plan for themselves the vigorous pursuit over a long period of a primarily extra-curricular activity -- on a national and perhaps international scale, through cooperative, intercollegiate effort, backed by their own material funds, and calling for professional guidance and a centralized administration.

The significance of what we are doing, and what I hope we are about to do, which certainly is in the spirit of our times, may really be as far-reaching to the pattern of college activities as the G.I. Bill of Rights is to our returning soldiers. We believe that college radio -- radio by the students and for the students -- is one of the richest and most valuable experiences in college life. To us, now, has come the opportunity to underwrite its future.

Why do we need collective effort in the pursuit of college broadcasting? For one thing, we find our stations in competition with professional radio for listeners, and with old and well-established

extra-curricular activities for undergraduate personnel. We find that we are dealing with a highly diversified medium which combines and puts to work the talents of a theatre company, one or more orchestras, a debating society, an entire news staff, and many other possible units.

We have found that to co-ordinate and direct the large volume of program activities required of us is a major job, requiring careful planning and mature guidance. Moreover, we are dealing with a highly technical medium -- one that requires a staff of engineers to deal with its complexity. Finally, we find that we are in business. Most of us are in competition with other media for appropriation of the advertiser's dollar. We must not only sell time on the air to make our business succeed, we must keep that time sold and see that it remains effective as a means of merchandising the sponsor's product.

All this is highly specialized, and in a field which has scarcely left its adolescence. As college students without the training to begin with, and with other interests, we are hard put to see that our campus stations measure up to the rest of the broadcasters, and to other campus activities.

In the hands of imaginative and industrious college students, and backed to a material extent by very realistic advertisers, college broadcasting has, despite all handicaps, established itself effectively on our campuses. Since 1940, it has come a long way. But we have not succeeded alone.

From the beginning we have enjoyed the good wishes and confidence of many college administrators and presidents. Educators have seen in our college groups a valuable ally.

We have been recognized and allowed to grow freely by the

Federal Communications Commission at a time when all other broadcasters are subject to fairly rigid control. It is the Commission's responsibility under law to regulate the air waves in the public interest, convenience, and necessity. We have thus enjoyed a trust which we cannot and will not wish to hold forever.

Finally, we must give generous and full credit to those pioneers of the Brown Network, some of whom are still with us today. Over a long period of time they envisaged what we are about to make a reality. Under their guidance the Intercollegiate Broadcasting System, Incorporated, became a living entity. It has remained for us merely to pick up this entity and turn it to vigorous and active account.

This I believe we are now about to do -- we, the college broadcasters -- through our own concerted effort, under our own constitution and by-laws which your committee has drawn up, and which, altered if you will, but still within the spirit in which it is conceived, we ask you to adopt today.

We have drawn up this constitution in full realization of what we are able to do, and of what we want to do. So you may share with us our thoughts about IBS and visualize the scope of our proposals, let me tell you something of what this new constitution provides in the event you adopt it today.

#### Basic Authority

We have, to begin with, placed the Intercollegiate Broadcasting System squarely and completely in your hands -- to be unequivocally yours now and a perpetual legacy to your successors. Once you adopt this constitution and its associated supplementary documents, no one

under this sun can take IBS away from you, save by your consent and through constitutional amendment. From now on, if there was ever any doubt about it, you are IBS. The power to admit new members and remove old ones is yours; the power to raise money and direct how it shall be spent is yours; the power to hire and fire anyone working for you, from the President or the Chairman of the Executive Board to the lowliest and most homely stenographer, is yours. It is yours to keep and to exercise as you will.

We of the Constitutional Committee are perfectly aware that this places upon you, the members of IBS, a very great responsibility. But we also sincerely and firmly believe that college radio is big enough and sensible enough to shoulder this responsibility. We have no misgivings. And in our constitution we are providing the instruments whereby you can discharge this responsibility effectively and wisely.

#### The Governing Council

First of all, we have asked for a Governing Council to be composed of a Representative from each member. Your collective authority as IBS, Incorporated, will be vested in this Council. In all decisions it will have the last word.

We do not prescribe how you are to choose your Representative. We do not care whether he is instructed or uninstructed in his vote. We do ask that he serve approximately one year, although we give several months leeway -- long enough to become experienced in his job, but not so long as to fall out of step with the normal turnover in college personnel.

We ask that this Governing Council meet together at least three times a year and carry on between meetings by mail whenever it feels this desirable. We recognize, of course, that distance, even in today's shrinking world, will intervene when the acquisition of new members extends our organization to truly national proportions. But we shall recommend, in this event, that members within a whole geographical section attend a regional meeting and send one or more delegates with full authority to represent them by proxy at the larger central meeting.

Within a few years, we hope the Governing Council can convene and do business by radio, utilizing for this purpose an IBS coast-to-coast network in closed circuit -- but this is dreaming and has no place in our discussions today.

Meanwhile, we want the Governing Council at each meeting to elect its own chairman from its own number: and we have drawn up by-laws of procedure for meetings and for using the mails designed to expedite the Council's work and make it fully and continually effective. If the colleges, more so than ever in the past, will send representatives of a calibre commensurate with the task before us, I know this Governing Council will serve them well and become an agency for their own incalculable good.

#### Directors of the Corporation

Secondly, we have asked for a group of twelve Corporation Directors, to be elected by the members through their Governing Council, and to be subject to the Council at all times. We would

have you choose three of these Directors each year from that group into whose hands you place the administration of IBS affairs. But outnumbering the executives three to one, we would like to see nine other Directors; and these we would want to be non-paid friends of IBS, preferably graduates of our colleges and our stations, and especially graduates who have entered the fields of broadcasting, radio law, or radio advertising, professionally.

These twelve Directors will be the legal custodians of your corporation. In your name and by your authority they will receive and hold your money, handing it over to the Executive Board as you direct. They will sign various documents and discharge other legal business. They will elect from their number the legal IBS officers, although the names and titles of these officers can, if you wish, remain a secret between you and them and the state of Rhode Island, where IBS is incorporated.

But this is not all. We envisage the Directors of the Corporation as a kind of advisory group, composed perhaps largely of former Governing Council representatives. In this capacity, your Directors will plan for the Council and be prepared to temper the Council's judgment from their own more mature perspective. Most important of all, the assumption of planning and advisory duties by the Directors will relieve the Executive Board of this responsibility, so freeing them to discharge their executive work as directed by the Council.

We look to the new Corporation Directors, therefore, not only to become a repository for legal authority, but for long-range leadership. Particularly, we can choose as Directors those good friends of

IBS who cannot well afford to relinquish full-time jobs or assemble frequently at the IBS offices, in order to serve college radio more actively. I think election to be an IBS Director can easily become a coveted honor in the radio industry. It will be up to you to choose only those men and women who will regard it as a privilege and a trust.

It is appropriate to add here that these and other provisions of the new constitution demand certain revisions of the Articles of Association, in order to insure that the legal obligations of the Directors to the Governing Council are properly set forth and made binding. While it was the intention of your committee to complete preparation of these changes, in the absence of a Rhode Island attorney it was deemed advisable to return the matter to you.

#### The Executive Board

Our third proposal is to establish for the active and immediate administration of IBS affairs a five-man Executive Board. Under this plan, the Executive Chairman and the managers of the Program, Business, Technical, and Station Relations Departments will be elected annually by the Governing Council. In all probability, one or two new departments may be added with managers elected to take their place on the Board. This must be determined by the Council.

We have fixed no requirements for this Board other than to ask that the candidate not be an undergraduate, but we expect the Council to choose among all candidates most critically. To this end, the stations will do well to promote their own graduating favorite sons, and we require that the Executive Board report to the Council in full

on all its activities and submit an account of all expenditures. We also ask the Board for a complete prospectus of what it will do during the following year if it is re-elected, and for a complete budget to be approved or modified by the Council.

The composition of the Executive Board as we propose it now is based primarily upon the first and most immediate duty of IBS administration -- to maintain and support the member stations individually through re-inforcement of their own several departments.

We are asking for a Program Manager, whose business it will be to coordinate the active exchange of program ideas, to instruct the members in the intelligent planning of traffic, to assist them in discovering and applying effective production techniques to distinctively collegiate formats, and to help insure a program content on all our stations which will compare well with that of our professional competitors, hold its college audience, invite local or national sponsorship, and meet standards which will do credit to us all.

We are asking, too, for a Business Manager, whose first concern will be the business administration and sales work of our stations. He can assist in setting up books of account and show you how to compile reports which reflect graphically and interpretively the financial state of your station. He will show you how to use such reports in creating budgets, in establishing reserves, and in exposing bad station economy.

He will also instruct your salesmen, show them how to make and use market surveys. He will aid them in effectively providing sales promotion and sales service designed to attract sponsors and keep them. National sponsors are not accustomed to college ways. If we are to receive our share of the advertiser's budget, we must quickly learn to

satisfy him by promotional exploitation, merchandising techniques, and the tactful good-business relationship which he expects.

Thirdly, we are asking for a Technical Manager. It will be for him to coordinate the research and construction not only of improved broadcast plants utilizing wired-wireless, but of the newer and better transmission systems which will surely outmode and replace carrier-current as the vehicle of broadcasting on our college campuses. In the immediate future, he will be charged with the job of seeing that our stations operate within the law and continue to earn for college radio the good name it now has with the Commission in Washington. Of special importance also are techniques of studio control and fundamentals of studio design. It is pointless for college radio to devise for itself make-shifts for the broadcasting facilities which professional radio has spent twenty-five years in developing. No doubt our technical Manager will instruct student engineers in the servicing of equipment, especially in those colleges where the curling iron is better known than the soldering iron.

But I have certainly not yet fully encompassed the administrative opportunities with IBS -- even for these three executives. There are collective services which can be rendered to all our stations -- the acquisition and loan of radio scripts and transcription libraries, the clearance of copy-rights, the pooling of expensive test equipment, the maintenance of public relations and nation-wide publicity, the retention of legal services at the disposal of member stations, the establishment of scholarships to enable students in need to continue with their stations rather than give up radio for more remunerative student

employment -- the roster is endless, and I shall not attempt to stir your imagination or exhaust the list here.

On the other hand, I will remind you that we established this year an IBS field service to represent the Executive Board in two of its departments on the various campuses. You know better than I how valuable this service has been, and I trust we shall have more than one Field Representative in the future.

In the interest of further direct contact between the central administration which the colleges will maintain, presumably in New York, and the various stations which own and operate IBS, we are asking for a fourth executive post, to be assigned to Station Relations. Just as the routine of your own stations must be co-ordinated, so the relationship between your IBS departmental managers and you must be closely maintained and well-channelled. By having an executive solely devoted to the task of giving you speedy and intelligent service from IBS in New York, you provide an informed agent to look after your requests and keep you informed in return.

To supervise and integrate all this work, we ask for an Executive Chairman. It is not necessary to point out the need for such active direction from within. The work of the departmental managers will require the closest and most vigorous cooperation. On that depends in large measure their effectiveness as an Executive Board. It will be the direct responsibility of the Chairman to elicit this cooperation and achieve a forceful and efficient IBS administration.

When this comes about, we, the college broadcasters, will have realized the first full return from our investment -- we will have at

our disposal a valuable central agency to assist us individually in the pursuit of our chosen college activity. This in itself will, I am convinced, justify the price we are paying, and which we must continue to pay if we are to enjoy the benefits of collective action for our mutual good.

I have refrained from discussing the projected and long-awaited IBS network. As you know, our new constitution makes no specific provision for it. But your committee by no means overlooked this most promising potentiality in a centralized confederation of college broadcasters. Rather, we chose to pass along for the consideration of some future committee this very large and very important question -- a question on which it believed itself inadequately informed and which it hardly considered germane to its program for immediate constitutional determination.

#### Financing the Corporation

Let me instead broach another subject which your committee did not wish to decide, but which it discussed at length early this summer. In the light of subsequent developments, it may appear that this was a mistake. I refer, of course, to the question of financing the corporation. As you know, I attempted hastily last week to make up personally for this deficiency in our recommendations by proposing one possible plan. Last June, Harvard proposed another.

To begin with, let us be clear on one point -- we don't have to provide any funds; we aren't obligated to finance IBS at all. As with everything else, this matter rests in the hands of the members and falls under the authority of the Governing Council. It is for you to

decide if you are willing to pay for the collective services which a central administration can offer you. In the course of this report I have outlined a number of such services; it is for you to evaluate their worth to your station.

This year, you voted to IBS some \$15,000. It was your privilege to vote this instead to yourselves and carry home about \$1000 each. That will remain your privilege.

And in this connection, let no one tell you that your sole prospect for national advertising hinges upon IBS, or that IBSR could not function without IBS. There is no affiliation between the two.

You are not even bound to renew perpetually an exclusive agreement with IBSR. It is true that Weed & Company, which owns IBSR, pioneered the college market on your behalf. But IBSR was and is a business venture. Furthermore, it has broken the ice. Today, you should have little difficulty in finding an equally reputable firm willing to solicit accounts for your stations -- although, of course, to get action, you must stay together so your representative can represent you collectively.

The matter is one of choice. Are you prepared to place a portion of your annual earnings in a central body for collective administration, or would you prefer to spend it all individually? Do you believe IBS is worth \$1000 a year to your station?

I can assure you that the members of your committee believe it is. The constitution we have drawn up obviously cannot govern an organization without money. It has necessarily been our premise that you want IBS -- and that you are willing to pay for it. We earnestly

believe you cannot invest your money in a sounder or more valuable enterprise -- assuming that you are to take the initiative always in making this enterprise work. In other words, we believe the future of college broadcasting lies not only in our individual efforts, but in our collective strength.

#### Additional provisions

As you know, committee work did not end with our last meeting this summer, although committee action could not always be taken. I have had correspondence which suggests that certain supplementary provisions should, perhaps, be written into the constitution. For one thing, although a General Code provision before us this morning will prohibit members from distributing profits, this provision is so vital that it might well become part of the membership requirements which come first in the constitution. You will understand, of course, that there is no objection so far raised to paying salaries or commissions for services rendered. But IBS has obtained music clearance and has advertised itself widely as a group of non-profit stations. It might be well to insure this by adding a non-profit clause somewhere in its constitution.

Secondly, you will notice that no distinction has been made between commercial and non-commercial stations. Your committee did not wish to discriminate between stations which accept advertising and those which do not. Perhaps this should be made explicit and put into words. Of course, a distinction will undoubtedly be necessary in the provisions for financing the corporation, since non-commercial stations can hardly be asked in fairness to contribute equally with the rest. In this con-

nection, I call your attention to the constitutional provision that all members be equitably assessed.

Standards of Operation: The Station Codes

There remains what is perhaps the most far-reaching and significant of our proposals: the establishment and enforcement of standards in the operation of all IBS college stations, to be governing by increasingly rigid codes and administered by the Governing Council. Why is this necessary? Or, to state it positively, why are our proposals valuable and important?

It is obvious that what we stand to gain collectively we also stand to lose. There is the prestige of our stations on the campus, with their listening undergraduate audiences. There is the realistic appraisal of us by advertisers, both local and national, on whom we depend for vital revenue. There is the attitude toward us by the radio industry, to which many of us look for future careers. Right now, I might say, I know of openings where I am in New England, for announcers and news men, openings which can well be filled by our college graduates because IBS happens to be known and respected there. Finally, there is the judgment of the Commission in Washington, which takes a very lively interest in college radio.

Any of these groups can make or break every one of us. So long as we identify ourselves together as a collective group, we are all affected in real measure by the success or failure of a single member -- we gain or lose collectively from individual behavior.

Now here is the positive side. Every station's first objective is to click with its audience. Let me use this as a case in point. It doesn't mean that we are obligated to "go highbrow" or carry the torch

for liberal education. We will leave that for our betters. But it does call for good radio -- high technical standards, intelligent collegiate programming, and efficient administration. All this our codes are framed to insure. That is their purpose.

Your committee does not propose that we force upon ourselves standards which we are not prepared to meet. It particularly asks that IBS administration equip itself to aid the member stations materially in meeting these standards, so that appropriate regulatory codes can be adopted at the earliest possible moment.

Allow me to repeat my communication of several weeks ago that the Federal Communications Commission cannot be expected to hesitate in shutting down all wired-wireless on a few days' notice, if a single college station inadvertently gives it provocation.

For these reasons, your committee asks you to consider most seriously these codes it proposes and come to speedy agreement on a program for adopting each measure with all possible haste.

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So I might say that the future of college radio is in your hands. The committee you appointed last June has done its part: the rest is up to you. And with the instruments we have fashioned for you, placed as we intend in the hands of enthusiastic undergraduates, now and in the years to come, we look for a new day in college broadcasting, as an integral and vital force always on the college scene.

# INTERCOLLEGIATE BROADCASTING SYSTEM

## ACTIVE MEMBER STATIONS

DECEMBER, 1945

<u>College</u>	<u>Station Call</u>	<u>IBS Status</u>	<u>Date Granted</u>
Alabama	BRN	Full	Sept. 1942
Barnard*	CURC	Full	April 1941
Brigham Young	BYU	Trial	Feb. 1942
Brown	WBRU	Full	Feb. 1940
Bryn Mawr	WBLC	Full	Oct. 1945
Bucknell	WBRG	Full	March 1945
Columbia	CURC	Full	April 1941
Cornell	CRG	Full	Feb. 1940
Harvard	WHCN	Full	Jan. 1942
Haverford	WHAU	Full	June 1942
MacMurray		Trial	July 1944
Mary Washington	WMWC	Full	Oct. 1945
Ohio University	WOUB	Full#	July 1942
Pembroke**	WBRU	Full	Feb. 1940
Pennsylvania	WXPB	Full	Dec. 1942
Princeton	WPRU	Full	Dec. 1940
Radcliffe	WRAD	Full	Oct. 1942
Russell Sage		Affiliate	Nov. 1945
St. Lawrence	KSLU	Trial	Oct. 1945
Stephens	KTX	Full	April 1944
Swarthmore	WSRN	Full#	Dec. 1940
Union	UCRS	Full	Sept. 1941
Vellesley	VBS	Full	Nov. 1945
Wesleyan	WES	Full	Jan. 1941
Williams	WMS	Full	Feb. 1940
Yale	WOCD	Full	Sept. 1941

\* Included in CURC, Columbia University

\*\* Included in WBRU, Brown University

### Status Explanation

Trial....Station under construction

Full.....Broadcasts regularly on campus

Full#....Non-commercial campus station

Affiliate..Broadcasting groups not eligible for full membership.

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